

## ACHIEVEMENT AND COMPETENCY ENHANCEMENT SYSTEM (ACES)

### 2013 Rating Scale Definitions for Progress Review

#### Rating Definitions for Manager Objectives

Appraising Managers will assign a rating to each of their Reporting Managers' objectives using the categories and definitions below. Please fully review the definitions before assigning ratings.

Above Target:	Objective is ahead of schedule and/or performance exceeds expected quality.
On Target:	Objective is on schedule and/or performance is at expected quality.
Below Target:	Objective is behind schedule due to factors within the manager's control and/or performance is below the expected quality.
Not Applicable	This objective no longer applies to the manager's current position/responsibilities. The manager may have transferred from another agency or from another position within the agency, where he/she had previously worked on this objective. In this case, the manager should have added defined different objectives on his/her form relating to the new position/responsibilities and assigned a weight of Zero % for those objectives that no longer apply.

#### Determining Overall Ratings for Progress Review

##### **What aspects of the form are taken into account when determining the Progress Review Overall Rating?**

Only progress on Manager Objectives is taken into account during this phase. When selecting a rating, the Appraising Manager should hold the Reporting Manager harmless if he or she was unable to accomplish the objective due to factors beyond their control (e.g., employee on medical or military leave). If an objective is no longer a priority for the agency, this should be reflected in the comments and the weights of the remaining objectives should be adjusted accordingly. Core Managerial Competencies and Career Growth Objectives are not rated at this time.

##### **How do I Select a Progress Review Overall Rating?**

At Progress Review, Appraising Managers will provide an overall evaluation of each Reporting Manager's performance, using the three rating categories described below. Appraising Managers will write the reasons for each rating in the applicable "Comments" section of the ACES form. The definitions for the Overall Summary Ratings are shown below. Please note that the guidelines pertaining to objectives are advisory. However, the Appraising Manager should keep in mind the recommendations below, while using his/her own discretion and best judgment.

While the Progress Review Overall Rating should be predominantly based on the Reporting Manager's performance on the Manager Objectives, the Appraising Manager should take into account other significant factors of concern (examples: level of professionalism, attendance, work ethic, and compliance with state policies such as the Manager's Code of Conduct, Sexual Harassment, State Ethics) Any problems in these areas should be well documented in "Progress Review Overall Rating and Comments" section.

##### **How Should I Deal with Poor Performance?**

In general, state agencies follow progressive discipline for managers (oral warning, written warning, suspension, termination). Depending on the severity, policy violations or other performance issues may result in immediate disciplinary action up to and including termination of employment, bypassing the implementation of a professional development or remedial plan. Please consult with your Human Resources Office to discuss any serious performance issues or prior to a decision to implement discipline. You may also want to read the coaching and counseling resource materials found at <http://www.mass.gov/anf/employment-equal-access-disability/hr-policies/massshr/workforce-enhancement-programs/coaching-evaluating-and-delivering-constructive-feedback.html>

- Coaching Conversations Checklist <http://www.mass.gov/anf/docs/hrd/massshr/wep/topic-ii-coaching-conversations-checklist.doc>
- Questioning Dos and Dents Job Aid <http://www.mass.gov/anf/docs/hrd/massshr/wep/topic-ii-questioning-dos-and-dents-job-aid.doc>

### Overall Rating Category: Successful Performer

<b>Description</b>	<p>Performance is successful and at a proficient level expected of a fully experienced manager in this role. Performance may consistently exceed expectations or rank among the highest performing managers in the agency in terms of initiative, efficiency, quality, timeliness and working with others. Performance is due to the manager's own effort and skills. Considered a valued team member and individual contributor. Consistently meets performance, may exceed standards and routinely delivers expected results.</p> <p>Fulfills all the job requirements and may assume added responsibilities when requested. Contributes to the organization and is recognized as being important to his/her job function. Consistently follows through on commitments and promises. Delivers results on time and within budget. Takes appropriate action in a timely way when staff are not performing satisfactorily.</p>
<b>Manager Objectives</b>	Most objectives are rated "On Target" or "Above Target."
<b>Distribution Guideline</b>	65% - 75% of managers are expected to fall into this category.

### Overall Rating Category: Satisfactory

<b>Description</b>	<p>Performance is generally at a level expected of an experienced manager in this role. The good performance is due to the manager's own effort and skills. Considered a valued team member and individual contributor. Generally meets performance standards and delivers expected results.</p> <p>Fulfills most job requirements. Contributes to the organization and is recognized as being essential to his/her job function. Generally follows through on commitments and promises. Generally delivers results on time and within budget. Takes appropriate action when staff are not performing satisfactorily.</p>
<b>Manager Objectives</b>	Most objectives are rated "On Target".
<b>Distribution Guideline</b>	15% - 25% of managers are expected to fall into this category.

### Overall Rating Category: Below Expectations

<b>Description</b>	<p>Performance is below the acceptable threshold. Performance may meet some of the job expectations. but does not fully meet the remainder. Performance may be consistently unacceptable; significant improvement may be needed by the time of final review or disciplinary action may result.</p> <p>The manager needs to improve and demonstrate that he or she has the capacity to improve. The manager should have an immediate short-term development plan and re-evaluation well before Final Review or for the upcoming evaluation year.</p> <p>The manager generally is doing the job at a marginal level, and improvement is needed. Performance needs development to meet the standards expected of an experienced and competent manager. The manager is not satisfactorily contributing to the organization and may have taken action that has created unnecessary problems for the agency.</p>
<b>Manager Objectives</b>	The majority of objectives are rated "Below Target."
<b>Distribution Guideline</b>	0%- 5% of managers are expected to fall into this category (percentage would be on lower end of the range for agencies that have addressed performance issues throughout the year.)